



Tłıchǫ Community Services Agency  
Dı Nàke Lani Nàts'etso • Strong Like Two People

## IDENTIFICATION

| Department                       | Position Title                               |                                  |
|----------------------------------|----------------------------------------------|----------------------------------|
| Tłıchǫ Community Services Agency | Manager, Quality Assurance & Risk Management |                                  |
| Position Number                  | Community                                    | Division/Region                  |
| 27-14479                         | Behchokǫ                                     | Health and Social Program/Tłıchǫ |

## PURPOSE OF THE POSITION

The Manager, Quality Assurance & Risk Management (Manager) is accountable for senior leadership of quality, risk, and client experience programs across the entire Tłıchǫ Community Services Agency (TCSA) delivery system in accordance with the policy direction and legislative requirements established by the Department of Health and Social Services. The Manager provides expert advice and guidance to Senior Leadership, Executive Leadership, and TCSA Board in the provision of effective quality, safety, and client experience initiatives and incident management.

## SCOPE

The scope of the Tłıchǫ Community Services Agency (TCSA) is to manage the delivery of a range of integrated public Government of the Northwest Territories (GNWT) and First Nations health, wellness and education programs and services for the Tłıchǫ communities of Behchokǫ, Gametı, Wekweetı and Whatı. Established in 2005 as part of the Tłıchǫ Agreement, the Agency is designed to be an interim GNWT organization through which the Tłıchǫ Government will eventually exercise their treaty rights for self-government. The Agency serves approximately 3,000 people. Programs and services include K-12 education, health and wellness, child and family services, mental health and addictions, an 18-bed Long Term Care Facility, continuing care, and independent living.

The Tłıchǫ Community Services Agency vision "Strong Like Two People" is a metaphor for the desire by community leadership to build an organization, and create program and services, that recognize the strength and importance of two cultures.

Local Tłıchǫ and non-Tłıchǫ knowledge have complementary strengths, which together can achieve solutions to contemporary problems which neither could alone.

Located in Behchokǫ and reporting to the Executive Director, of Operations & Program Integration, the Manager, Quality Assurance and Risk Management is responsible for



strategically directing the planning, development, implementation, maintenance, and evaluation of the TCSA quality improvement, quality assurance, risk management, client experience, clinical education and infection prevention and control (IPAC) programs, providing leadership on in-depth investigations throughout the TCSA into all patient safety incidents, critical incidents and unusual occurrences while maintaining a future-focused perspective to direct implementation of best practices and the development of proactive quality and patient safety programs.

The scope of health and social services includes but is not limited to community health, public health, emergency services, home and community care, long term care, community-based mental health services, and child and family services. The Manager provides leadership to all areas in the management of quality and the mitigation of risk, to ensure fully coordinated health program and services across the Tłıchǫ region.

The Manager works within a legislative and policy framework that includes the Hospital Insurance and Health and Social Services Administration Act, Medical Profession Act, Nursing Profession Act, Guardianship Act, Communicable Diseases Act, Coroners Act, Access to Information and Protection of Privacy Act (ATIPP), Health Information Act (HIA), RNANT/NU Bylaws, Mental Health Act, Child and Family Services Act, as well as GNWT, DHSS and TCSA policies and procedures.

The Manager, Quality Assurance and Risk Management promotes and supports safe, quality patient/client centered care and services through leading in-depth investigations into all patient safety incidents, critical incidents and unusual occurrences while providing subject matter expertise and education, minimizing risk, and facilitating the implementation of best practices and system knowledge. The incumbent is responsible for monitoring and analyzing all incidents, providing advice, recommendations and/or improvements in the quality of client care clients and patients receive in the Tłıchǫ region to ensure the standards for care outlined by Accreditation Canada are met.

There is a significant shift to approaching quality and risk management with a proactive lens. This requires the Manager to not only consider current policy, procedure, and system impacts, but ensure a forward look for future opportunities for quality care improvements across the Tłıchǫ region. A commonly accepted definition of "quality" in Health Care identifies six dimensions, including, being effective, efficient, accessible, patient centered, equitable, and safe.

The Manager works closely with the CEO, Executive Director, Senior Managers, Managers, and other stakeholders. The Manager will be called upon daily to provide leadership, advice, assistance, support and recommendations on all risk management issues, patient safety incidents, critical incidents, unusual occurrences, and various quality issues, concerns, and situations that often arise unexpectedly. The Manager is responsible for ensuring proactive strategies are developed to prevent and address quality issues and foster a strong, positive



employment relationship with staff, where the patient, client and family come first.

The Manager provides direction and leadership on all in-depth investigations into risk management issues that may include legal reviews, coroner's investigations, potential litigation incidents, all patient safety incidents, critical incidents, and unusual occurrences. Many of the issues that arise from these investigations require immediate attention and are unique, complex, very personal and of a highly confidential nature, and generally relate to patients/clients, staff, and/or the business operations of the organization. Consequently, the nature of these investigations will require the incumbent to develop therapeutic, client centered relationships with individuals who have experienced traumatic events or the death of a loved one as a result of system errors. Given the nature of these investigations some patients, clients and/or staff may become abusive.

The Manager develops the strategic vision and planning, implementation, monitoring, and evaluation of all programs and services in the Quality Assurance and Risk Management division of the TCSA. The Manager is the change champion of quality improvement, risk, and client experience initiatives for the TCSA and advises the Senior/Executive Leadership, and TCSA Board on appropriate change management and quality improvement strategies.

As a member of the TCSA Senior Leadership Team, the Manager contributes to the development of the overall strategy for health and social services delivery throughout the Tłıchǫ region, particularly with respect to quality assurance, quality improvement and risk management. The Manager leads the monitoring and evaluation of all health and social services in the area of quality improvement and risk management, ensuring alignment with the overall health and social services strategy for the TCSA.

The Manager plays a leadership role in advancing the TCSA Strategic Plan, and in developing, implementing, and monitoring the TCSA Quality Improvement Plan, Patient Safety Plan and Risk Management Framework. The Manager ensures that quality and patient safety policies and practices are aligned with Accreditation Canada standards and GNWT legislation and policies. The Manager fosters respectful, compassionate, culturally appropriate care that is responsive to the needs, values, beliefs and preferences of the clients and their family, supporting mutually beneficial partnerships between clients, families, and health care providers.

## **RESPONSIBILITIES**

### **1. Provides subject matter expertise throughout the TCSA on incident management, quality improvement, quality assurance, Accreditation, and patient safety:**

- Provides advice and subject matter expertise on all patient safety incidents, critical incidents, and unusual occurrences, as well as on the interpretation of legislation and regulations, the development of policies and procedures and the implementation of best practices in the areas of quality improvement, quality assurance, incident management, Accreditation, and patient safety across the TCSA.



- Provides advice, management and support for patient safety, critical incidents, unusual occurrences, and complaints throughout the TCSA. Combines knowledge and data collected through managing the incident reporting system to proactively review incidents, actively investigate complaints and concerns, identify areas for quality improvement, and provide advice and recommendations to Senior/Executive Leadership and TCSA Board.
- Provides advice and leadership to Managers on areas of risk, privacy, access to health information, policy development and investigative processes for clinical issues when litigation may result.
- Draws upon skills to lead and manage the response of the staff to emotionally disturbing client complaints and investigations including non-violent crisis interventions with clients and crisis debriefing sessions with the team.
- Actively leads and participates in a variety of planning and decision-making meetings and activities throughout the TCSA, ensuring that all processes, procedures, and decisions are based on the principles of continuous quality improvement and align with the Accreditation Canada standards.
- Manages the tracking and evaluation of data based on best practice guidelines, standards process reviews, and policy changes to analyze and identify regional and program specific quality trends.
- Manages the development of program and service area quality indicators, identifying trends within the TCSA, managing, and leading the development of initiatives to address the trends and further reporting to identify areas of opportunity or risk.
- The Manager may be required to provide leave coverage for the Executive Director, Operations and Program Integration.

**2. Leads, investigates, coordinates, and evaluates all patient safety incidents, critical incidents, unusual occurrences, complaints, and incident management throughout the region:**

- Proactively manages and leads the intake and investigation of all patient safety incidents, critical incidents, unusual occurrences, and complaints in the region. While supporting the program managers, the Manager will lead many of the initial discussions and disclosures of the incident to the patient, client, or family. The incumbent may be the first point of contact for patients experiencing grief, trauma, or loss as a result of system errors and offers the initial apology, under the Apology Act, to the patient, client or family.
- Throughout these investigations, the Manager is required to maintain a therapeutic relationship with the patient, client or family and provide them with frequent updates, referrals, advice and be their advocate throughout the process.
- The Manager is responsible to ensure that a thorough analysis of all details surrounding all patient safety incidents, critical incidents, unusual occurrences, and complaints are completed including conducting interviews with staff, practitioners, patients, clients, and families, as well as other stakeholders as deemed necessary to ensure due diligence (RCMP, DHSS, Legal Advisors, GNWT Risk Management, etc.).



- Ensures the chain of evidence and continuity of incident investigations are maintained.
- The Manager is responsible for ensuring a qualitative report is completed for all patient safety incidents, critical incidents, unusual occurrences, and complaints and that the results are professionally and sensitively provided to the patient, client, or family and that all recommendations are acted upon and submitted to Senior/Executive Leadership through the TCSA Quality Assurance Committee.
- In collaboration with the Executive Director, and legal counsel is responsible for organizing and facilitating the final apology and disclosure with the patient, client or family at a final disclosure meeting that includes the appropriate program or service representative. The incumbent is responsible for ensuring that the communication at this meeting is professional, respectful and that the family is provided with the support, resources, and referrals necessary.
- Facilitates and supports system review processes and investigations in response to critical incidents, adverse events, and complaints, including the development of reports and recommendations on necessary quality improvements.
- Assists in the preparation and submission of all potential lawsuits and insurance claims for the Insurer and Legal Counsel, in a proactive, timely and concise fashion.
- Establishes, maintains and evaluations the tracking, trending and organization of all quality reviews, incident investigations, unusual occurrences, and complaints.
- Coordinates, advises, and supports the CEO, Executive Director, and Senior Managers in responding to complaints regarding the clinical practice, professional/ethical conduct, and non-compliance incidents.
- Coordinates and secures "expert" investigators from other jurisdictions throughout Canada to conduct third party quality and critical incident investigations.

**3. Provides leadership and management in planning, developing, implementing, maintaining, and continuously evaluating the TCSA's incident management, patient safety, quality improvement, quality assurance, Accreditation, client experience, clinical education and risk management programs:**

- Manages the planning, developing, implementing, maintenance and evaluation of the incident reporting system (RL6) to enhance patient safety and ensure accurate reporting and follow-up on client and patient safety concerns.
- Manages the development, implementation, and evaluation of the TCSA Quality Improvement Plan, Patient Safety Plan and Risk Management Framework.
- Manages the development and monitoring of effective reporting on all aspects of the TCSA's quality management program (i.e., utilization management, continuous quality improvement initiatives, quality assurance activities, accreditation status and follow up, client advocacy activities).
- Manages the continuous collection of feedback from clients, patients, and families to inform quality improvement strategies and ensures client and family involvement in planning and service design, quality improvement initiatives and client safety activities.



- Manages, coordinates, monitors, and evaluates the Accreditation program and provides support throughout the Accreditation process.
- Leads the planning, developing, implementing, maintaining and evaluation of the clinical education curriculums ensuring they align with the standards set by professional regulatory bodies and meet the Accreditation Standards.
- Leads system review processes and investigations to mitigate risk in response to privacy breaches, adverse events causing severe harm, damage or death and the development of reports and recommendations on necessary quality improvements.
- Works closely with the Supervisors, Managers, and Senior Managers to prepare briefing materials, plan and evaluate quality enhancements and ensure improvements are meeting the operational needs of the organization.
- Develops and implements programs and policies to mitigate risk and improve health privacy from the quality and safety perspective.

**4. Leads and facilitates Continuous Quality Improvement (CQI) initiatives throughout the TCSA and offers support, guidance, and advice on the development of programs for prevention and mitigation of quality or safety issues:**

- Leads the development, implementation, and monitoring of a CQI toolkit that supports TCSA executives to identify quality improvement opportunities and support the continuous development and maintenance of new or improved programs, policies, and practices.
- Supports program managers in identifying quality improvement issues, and provides oversight and recommendations on developing, implementing, and evaluating corrective action.
- Provides expert advice and support to the program managers on matters of non-compliance, incident occurrence, or potential risk or loss across the TCSA, including coordinating consultations between stakeholders.
- Provides expert advice and support to the Joint Occupational Health and Safety Committee to support all TCSA OH&S Programs
- Prepares and presents Quality and Patient Safety Reports to the TCSA Board and ensures the completion of the annual patient safety and quality improvement plan for TCSA, providing quarterly updates to the Board and others as appropriate.
- Provides expert advice, support, and participation on the TCSA Board Quality Committee.
- Provides advice on significant developments in health services that could have implication for operations and develops and recommends corrective actions based on best practice standards to ensure continuity of coverage, services, and programs.

**5. Supports the Accreditation Process to ensure client experience, clinical education, and quality are a proactive mindset and staff are provided with the necessary resources to provide quality service and programs:**



- Leads the Accreditation process and the development of Accreditation Teams while providing support to managers and staff regarding accreditation standards and the self-assessment process.
  - Collaborates with the CEO, Executive Directors, Senior Managers, and Managers, on self-assessment findings, survey findings and the development of action plans to address any deficiencies.
  - Researches, develops, plans, implements, and facilitates education to the Executive/Senior Managers and all staff on the Accreditation process and standards.
  - Plans, organizes, and evaluates mock tracing activities throughout the TCSA.
  - Completes mock tracing activities throughout the TCSA to educate and evaluated system performance.
- 6. Provides leadership in development or amendment of quality, risk, client experience and clinical education policies and procedures:**
- Develops/amends TCSA policies, procedures, protocols, and guidelines following the TCSA Policy Framework to reflect quality process, risk management, client-centered and best practices in collaboration with managers, senior managers and executive leadership.
  - Ensures that policies, procedures, and protocols are continuously reviewed, updated, and distributed throughout TCSA.
  - Promotes ongoing education and orientation at the TCSA on new, updated or amended quality, patient safety policies, clinical education procedures, protocols guidelines, legislation and professional practice issues (e.g. liability issues).
- 7. Provides human resource and financial management leadership for the TCSA:**
- Leads the team in line with current GNWT human resource practices and policies.
  - Facilitates crisis debriefing with the staff after traumatic or highly stressful investigations or complaints.
  - Promotes and supports collaborative and equitable labor relations practices consistent with the GNWT Human Resource Policies and Guidelines and the Union of Northern Workers contract.
  - Conducts regular meetings and team building activities with staff and follows performance management practice of GNWT.
  - Participates in the screening and selection of staff reporting directly to the incumbent in conjunction with the Human Resources staff.
  - Writes and reviews job descriptions to reflect work responsibilities of staff.
  - Manages the performance of staff (performance appraisals, progressive discipline, etc.) in accordance with the GNWT Human Resources guidelines.
  - Ensures ongoing analysis of financial data to include monitoring program expenditures and providing variance explanations.



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- Develops, delivers and/or facilitates the delivery of orientation, in- service training, certification, and re-certification programs.
- Advises Executive Director and CEO about concerns regarding performance/practice of staff which may involve professional, legal, bylaw issues, and/or pose a threat to the reputation or financial security of the organization.
- Advises the Executive Director, Operations and Program Integration of significant developments in health services that could have implications for operations, including making recommendations for corrective actions.

## **WORKING CONDITIONS**

### **Physical Demands**

No unusual demands

### **Environmental Conditions**

Incumbent will be in contact with patients, families and clients and conducting investigations on nursing units weekly within the health care environment posing significant risk for exposure to infectious diseases.

As a result of living in an isolated, northern community, the incumbent may be required to travel on small planes and on ice or winter roads when traveling to or from the communities.

### **Sensory Demands**

Daily the incumbent is required to develop therapeutic client centered relationships with impacted and traumatized individuals, while actively listening, communicating with, and observing patients, clients, and families for cues to determine their mental and emotional status and intervene as necessary.

### **Mental Demands**

Daily the incumbent will be exposed to emotionally upsetting experiences while conducting investigations and providing advocacy, support, and resources to patients, clients, families, staff, lawyers and other stakeholders. Daily the incumbent will be faced with potentially traumatic information as a result of the details revealed through the incident investigation process. The therapeutic relationship is initiated when incumbent discloses to the patient, client, or family that trauma has occurred and offers an apology on behalf of the system. This relationship is then fostered by the incumbent throughout the investigation, which can take many months to complete. Given the nature of the loss or trauma being revealed to the patient, client or family, some patients/clients may become abusive.

On a weekly basis, the incumbent will be faced with numerous ethical dilemmas that will challenge their morals while investigating incidents.

Daily, the incumbent will be exposed to numerous interruptions, unknown factors, uncontrolled workflow and competing demands as a result of an incident occurrence.



Weekly the incumbent may be required to adjust their work hours to complete incident investigations.

### **KNOWLEDGE, SKILLS, AND ABILITIES**

- Knowledge of the area of Quality Assurance and Risk Management within health and social services contexts.
- Knowledge of the complexity of health and social services gained through experience delivering direct health care services.
- Knowledge and understanding of best practices in quality, risk, and client experience in health and social services sectors. These are inclusive of international and national best practices as published by agencies and think-tanks, as well as advanced knowledge and understanding of quality, risk, and client experience academic literature and current national trends.
- Knowledge of program planning and evaluation methods in the health and social service sectors.
- Ability to acquire and apply knowledge of health and social services legislation in the NWT, including the Hospital Insurance and Health and Social Services Administration Act; Medical Profession Act, Nursing Profession Act, Guardianship Act; Public Health Act, Coroners Act, Access to Information and Protection of Privacy Act (ATIPP) Health Information Act (HIA), RNANT/NU Bylaws, Mental Health Act, Child and Family Services Act, as well as GNWT, DHSS and TCSA policies and procedures.
- Knowledge of health, public health and social services legislation, regulation, and policy.
- Knowledge of principles of privacy and protection of health information and their application to the duties of the position.
- Knowledge of Adult Learning principles.
- Demonstrated skills in senior leadership level health and social services administration.
- Citizen-centered client service focus and critical thinking skills, with an ability to see the bigger picture.
- Organizational, time management, analytical, facilitation and presentation skills.
- Ability to operationally utilize (application administrator level) eHealth, health and/or information and communication technologies as they relate to provision of services.
- Ability to analyze, evaluate and interpret a wide range of information and apply it within the unique social, economic and political environments of the NWT.
- Ability to build and maintain good working relationships with colleagues throughout the public service organization, the health and social services system nationwide and with partners outside the government.
- Ability to apply sensitivity to geographic and cultural needs of people and apply sensitivity to community and culture impact the delivery of health care.
- Ability to commit to actively upholding and consistently practicing personal diversity, inclusion and cultural awareness, as well as safety and sensitivity approaches in the workplace.



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- Ability to effectively lead and motivate both professional and non-professional staff, including those who have accountabilities to other employers or to professional associations.
- Knowledge of employment agreements, competency-based performance, and labour relations within the context of a public service employment environment.
- Management and interpersonal skills to lead and guide others to accomplish tasks and meet desired targets.
- Communication, coaching and motivational skills to share a clear vision and optimize human resource performance in a time of significant change will be required.
- Ability to commit to actively upholding and consistently practicing personal diversity, inclusion and cultural awareness, as well as safety and sensitivity approaches in the workplace.

**Typically, the above qualifications would be attained by:**

A bachelor's degree in a health and social services discipline, business, organizational management, or a law degree.

A minimum of 10 years work-related experience in a health or social services environment including 2 years leading a team.

Direct working experience within a cross-cultural setting, with legislation/policy, or in the areas of occupational health and safety, privacy coordination/management, organizational accreditation, communications, project implementation related to health care improvement, are all assets.

Equivalent combinations of education and experience will be considered.

**ADDITIONAL REQUIREMENTS**

**Position Security (check one)**

- ☐ No criminal records check required
- ☐ Position of Trust – criminal records check required
- ☒ Highly sensitive position – requires verification of identity and a criminal records check

**French language (check one if applicable)**

- ☐ French required (must identify required level below)

Level required for this Designated Position is:

ORAL EXPRESSION AND COMPREHENSION

Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐

READING COMPREHENSION:

Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐

WRITING SKILLS:



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Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐  
☐ French preferred

**Indigenous language:** Tłıchǫ

☐ Required  
☒ Preferred